



February 23, 2006

TO: Transportation Authority of Marin Commissioners

FROM: Dianne Steinhauser, Executive Director

RE: FY 2006/07 Staffing Plan Classification Determination for TAM Positions, Agenda Item 8

Dear Commissioners:

Executive Summary

At the December 2005 TAM Board meeting, the TAM Board approved the salary levels and authorized the hiring of two critical staff positions within TAM: a Finance Manager and a Clerk/Executive Assistant. These positions fill two critical workload needs within TAM for the upcoming Fiscal Year 2006-07. There is other workload TAM is obligated to perform and has been performing as the Congestion Management Agency (CMA) and the Sales Tax Authority over the past year(s). TAM is currently performing this work through a MOU with County of Marin Public Works and through a contract with Nolte Associates, Inc. This additional support is scheduled to end effective July 1st, 2006. A strategy to perform this work must be adopted or significant elements of the work must cease to be performed.

At the February 8th Executive Committee meeting, TAM staff reviewed the three primary elements of work performed by TAM staff other than the financial management work and clerking work already addressed by the TAM Board. Staff recommended a combined strategy of additional inhouse staff hires, retention of some County staff for an additional transition period, and the ongoing usage of consultants for unique work needs and peaks in workload. The Executive Committee supported the staff recommendation and recommended the action be considered by the full TAM Board. **Recommendation: The TAM Board approve three additional TAM staff positions and their salary ranges, authorize staff to negotiate a renewed Memorandum of Understanding with the County of Marin for staffing in FY 2006-07, and authorize staff to assign remaining workload to consultant support.**

Background

TAM's responsibilities are broad and deep and the consequence of mismanaging those responsibilities is great.

The Transportation Authority of Marin serves as the Congestion Management Agency, CMA, the Sales Tax Authority, and the agency responsible for managing Transportation Funds for Clean Air, TFCA, for Marin County. TAM as the CMA has duties prescribed by both State Law and regional policy. Those duties include the need to assess and manage increasing congestion, to plan multimodal improvements, to represent the interests of Marin County in state and federal legislation, to participate in regional efforts addressing transportation needs, and to assign

various fund sources to priority projects. TAM also serves as the Sales Tax Authority for the ½ cent Measure A sales tax for transportation. The Sales Tax Authority is responsible for the management of sales tax funds, for the implementation of the prescribed strategies approved by voters in the Measure A Expenditure Plan, and for the broad public involvement in that implementation.

The workload associated with these roles are broadly framed in four areas of responsibility: Financial Management, Planning, Programming, and Project Delivery. The required roles and responsibilities cover a wide spectrum of activities in the transportation arena. Our assignments are increasing through directives from all levels of government. To meet these needs, the TAM Board has authorized the retention of permanent staff in the area of Financial Management and Clerk to the Board. The remaining three areas of responsibility are currently being met by a variety of staff from Marin County Public Works, and from an extensive support contract through Nolte Associates, Inc. As evidenced by the attached letter from Public Works Director Farhad Mansourian, TAM has been requested to determine what, if any, County staff are to be the subject of a renewed MOU with the County effective July 1st, 2006. As well, the Nolte contract expires July 1st and staff need to engage immediately in the process of bringing a consultant team onboard to continue critical activities, if consultants are to continue to be used for ongoing TAM activity.

Work Plan for FY 2006-07

Attached is a streamlined assessment of the basic workload TAM can expect in the next fiscal year in each of the areas of Planning, Programming, and Financial Management. These are primarily ongoing responsibilities that need to continue next year. There are a number of responsibilities, particularly in TAM's Planning work program, that are not currently performed due to the lack of staffing, precipitated by the loss of Dean Powell. All of this workload needs to continue into the next year.

To accomplish this workload, TAM staff recommend a combined strategy as follows:

- hire three additional permanent TAM staff,
- retain County staff for an additional transition period of a minimum of 1 year,
- retain a consultant team to perform unique support tasks, and supplement staff during workload peaks.

Once the lead staffperson is onboard in each of the functional areas, he or she will have consultant services available to address remaining workload needs. The leadperson in concert with the Exec Director may bring additional inhouse positions to the Board for approval in the future as an improved strategy for performing the work.

A further brief explanation by functional area of how we perform this work currently and specific recommendations on staffing is provided below:

Programming

The current adopted FY 2005-06 Budget assigns 2.05 Full Time Equivalents (FTE) who manage and deliver the various programming activities of TAM. The workload is accomplished by 2 County staff and 2 consultant staff, with both TAM managers actively involved in managing the workload. Based on the attached FY 2006-07 draft work program, this number of FTE's will be required in FY 2006-07.

The responsibilities under the Programming function are complex, with unique processes associated with each fund source. The consequence for error is significant. With strict obligation and expenditure deadlines on a variety of fund sources, missing those deadlines or failing to negotiate extensions can result in the loss of funds. The need exists to manage a number of complex processes simultaneously. All of these factors make it necessary to hire a staffperson that can manage the programming work effectively. Staff recommends hiring a manager to both perform and manage the work. The manager will utilize the consultant team on an as-needed basis to complete the workplan tasks. The manager level will necessarily bring with it the experience to hit the ground running, and allow TAM to offer a competitive package to a very narrow marketplace.

Planning

The currently adopted FY 2005-06 Budget assigns 2.55 FTE to work tasks under the Planning function. Currently, all of the necessary TAM planning activities are not being performed. Due to the departure of Principle Planner Dean Powell, a number of activities have been unattended, on hold until additional planning staff can be brought onboard. TAM managers have been balancing the current year budget in order to determine if sufficient funds remain this year in order to bring on additional consultant support to perform languishing tasks.

The Planning activity managed by TAM staff constitutes a tremendous variety of work. The leadperson in Planning will directly manage 6 or more contracts primarily for planning studies, with participation as a team member in several more regional and local planning efforts. While the financial consequences for error are not as great as the other positions, the communication and consensus getting skills are significantly more challenging, necessitating a mature professional capable of handling a number of complex tasks simultaneously while communicating well. Staff recommend a working manager to oversee the Planning function. County Public Works staff will likely be part of the team for an additional transition period until the Planning Manager determines ultimate workload needs. In order to fully deliver next year's workplan, there will also be the need for consultant support. The manager will determine the level of consultant support.

Project Management/Project Management Oversight (PM/PMO)

TAM is actively involved in the direct management of a number of critical projects. These include primarily the Hwy 101 Gap Closure project, particularly the bikepath and soundwall elements in the Puerto Suello Hill Segment; construction oversight in the Gap Closure Segment 3 through central San Rafael; and the Regional Measure 2 Greenbrae Corridor. Added to these critical delivery efforts in FY 2006-07 will be the Measure A Major Road project coordination, the Measure A Safe Pathways program of projects, and significant elements of the Novato Narrows. Currently, TAM's adopted FY 2005-06 budget has nearly 4 FTE's of workload in the functional area of PM/PMO. The tasks associated with this workload are currently being carried out by 1 Senior Engineer from County Public Works, who will remain assigned to TAM needs. All remaining support is from the TAM consultant team.

It is anticipated that workload in this area will remain sufficiently high to bring an additional leadperson onboard. Remaining support will be provided on an as-needed basis by consultants. This position will directly manage any TAM delivery outside of Regional Measure 2, and will need strong technical as well as strong coordination and management skills. Working effectively with schools under the Safe Routes Program as well as local jurisdictions on the delivery of Major Roads necessitates a more seasoned professional. The technical background necessary to work

effectively on project delivery issues and with Caltrans necessitates a background in engineering.

Salary Range

A salary survey was conducted utilizing the same sample group of professional transportation organizations as was utilized in hiring the Executive Director as well as the Finance Manager. The survey was done looking at the following positions:

Manager for Programming
Manager for Planning
Manager for Project Management/ Project Management Oversight (PM/PMO)

The resultant salary ranges are similar to the Finance Manager salary range. ***Details will be provided at the TAM board meeting.***

Staff established a control point representative of the median salary level of those agencies surveyed. As with the Finance Manager position, the TAM Exec Director will make every attempt to hire at the control point. A range was established 10% above and below the control point. In order to attract the ideal candidate, TAM may need to make an offer above the control point.

Budget Capacity

Staff is nearing completion of the FY 2005-06 Budget and is finalizing a FY 2006-07 Draft Budget. Review of confirmed revenues indicates that the hiring package recommended, in concert with the benefit suite and human resource management option recommended elsewhere in this Agenda, fit well within the budget capacity staff will have for many years to come. Note that any fluctuating or conditional revenues have not been counted on in the analysis. A draft FY 2006-07 Budget will be presented in more detail to the TAM Board in March.

Recommendation: The TAM Board approve the hiring of three additional TAM staff positions with their salary ranges, authorize staff to negotiate a renewed Memorandum of Understanding with the County of Marin for staffing in FY 2006-07, and authorize staff to assign remaining workload to consultant support.

Attachments (4)

FY 2006-07 Planning Workload, Programming Workload, & Project Management Workload (3)
TAM Transition Letter (1)

<u>Planning Workload for FY 2006-07</u>	Level of Responsibility
Station Area Plans: coordinate with MTC, SCTA, and SMART on MTC mandated effort	Manage/Deliver product
Lifeline: Manage Lifeline Capital Call for Projects; coordinate with Community Based Plans	Manage/Deliver product
Community Based Transpo Plans: complete Plans in Canal District & Marin City;manage WSA contract	Manage/Deliver product
Manage TLC/HIP Program: Call for Projects for TLC Fall 06 for unused HIP funds	
TOD/Ped Toolkit finalization, including Parking Management Study & Coordination with MTC's Parking Study	Manage/Deliver product
Bicycle and Ped plans: manage completion of bike plan updates ; manage contract with Alta	Manage/Deliver product
Congestion Management Plan: develop CMP scope for 2008 CMP; hire consultant/manage contract	Manage/Deliver product
Assess impacts to land use changes on CMP- perform mandatory modelling	Manage/Deliver product
CountywideTransportation Plan: participate in update / run Marin model as necessary	Manage/Deliver product
Manage CEQA review for TAM	Manage/Deliver product
MCTD SRTP and service delivery: provide coordination with MCTD on alternate delivery strategies	Oversight/Coordination
SMART- coordinate with SMART on finalizing EIR/ public education campaign for ballot in Marin	Oversight/Coordination
MTC's TLC/HIP/ Regional Bike Ped: coordinate applications from Marin County	Coordination
MTC's RTP- participate/track MTC RTP discussions starting Summer 2006	Coordination
Ongoing Bike and Ped issues	Coordination
Track new initiatives from SAFETEA-LU and MTC such as New Freedom	Coordination
Serve as an advisor to the Executive Director on planning/policy issues	Advise
Coordinate with regional, county and special district representatives	Advise
Coordinate programs that support land use and transportation connections	Advise

<u>Programming- Workload for Fiscal Year 2006-07</u>	Level of Responsibility
Finalize funding agreements with MTC and Caltrans on swaps	Manage/Deliver product
Manage Measure A application/allocation/ and funding agreement process	Manage/Deliver product
RTIP : respond to state budget or CTC Allocation Plan policies/ apply for fund allocations	Manage/Deliver Product
RTIP : manage Call for Projects for 2008 STIP cycle/ recommend programming to MTC	Manage/Deliver product
County TE Program: manage Call for Projects and programming action	Manage/Deliver Product
BAAQMD-40% TFCA funds: Manage Call for Projects, programming action	Manage/Deliver product
Manage TDA Article 3 Call for Projects	Manage/Deliver product
Track and respond to new or revised delivery requirements on fund sources	Manage/Deliver Product
TLC/HIP- coordinate with sponsors to assure SB 45 and AB 1012 deadlines are met	Manage/Deliver Product
Manage use of federal earmarks coming to TAM- program/obligate/track expenditures	Manage/Deliver Product
STP Local Streets and Roads Rehab- assure sponsors meet AB1012 reqts	Manage/Deliver Product
Amend Revenue and Expenditure element of Strategic Plan	Manage/Deliver Product
Manage monitoring and reporting requirements from granting agencies	Manage/Deliver product
Announce/support/coordinate local agency grant submittals to statewide and regional programs	Oversight/Coordination
Track legislation affecting funding ; react appropriately	Oversight/Coordination

<u>Project Delivery Workload for FY 2006-07</u>	Level of responsibility
Deliver Hwy 101 Bike/Ped & Soundwall project	Manage/Deliver product
Hwy 101 construction oversight: actively participate in ongoing CM oversight	Manage/Deliver product
Hwy 101: manage public outreach activities / manage consultant contract	Manage/Deliver product
Hwy 101: Respond to public and media inquiries	Manage/Deliver product
TAC: Manage TAC role in providing input to Measure A projects (Major Roads)	Manage/Deliver product
Measure A: track Major Road projects through local approval process/ mediate disputes	Manage/Deliver product
Measure A: assure Measure A funds spent to deliver approved project scope	Manage/Deliver product
Measure A: Manage implementation of Safe Pathways projects	Manage/Deliver product
Develop and Manage Project Delivery Support Contract	Manage/Deliver product
Provide federal-aide delivery support	Manage/Deliver product
Manage the RM2 program in Greenbrae Corridor	Manage/Deliver product
Oversee Novato Narrows environmental and project design delivery	Manage/Deliver product
Manage Measure A Safe Routes to School program: Parisi Contract for SR2S and Safe Pathways	Manage/Deliver product
Manage Measure A Safe Routes to School program: Crossing Guard contract	Manage/Deliver product

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Farhad Mansourian, RCE
Director

January 25, 2006

Dianne Steinhauser, Executive Director
Transportation Authority of Marin
PO Box 4186
San Rafael, CA 94913-4186

RE: County to Independent TAM Transition

Dear Dianne:

We understand that you are well underway in finding a new office location and developing a recruitment strategy for independent staff. The Department of Public Works has fully committed to a smooth transition from County staff to independent TAM staff by insuring no change in staffing levels to TAM for the entire 2005-06 fiscal year. The staff the County has provided to TAM that will be reassigned starting July 1, 2006 are:


Craig Tackabery
Art Brook
Tho Do
Carey Lando
Peter Coles
Bill Nelson

If your transition plan may require the continued service of any of these employees beyond July 1, 2006, we would need written notice by March 1, 2006 to allow us adequate time to consider the request and consider workload impacts. At this time we cannot confirm that any of the above employees will be available after July 1, 2006, but want to continue to work with TAM to insure a smooth of a transition as possible.

In accordance with the MOU adopted by the two agencies, the County will continue to provide a Senior Civil Engineer (Bill Whitney) until December 31, 2009.

Should you have any questions or comments, please do not hesitate to contact me directly at (415) 499-7580.

Very truly yours,


Farhad Mansourian
Director

c: Affected Transportation Staff
Bob Beaumont, Craig Tackabery, Jeff Rawles, Saaïd Fakhrazadeh

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